Alberta

Campus Alberta Quality Council

Eighth Annual Report

1 April 2011 • 31 March 2012

Advanced Education and Technology

Campus Alberta Quality Council

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29 June 2012

Honourable Stephen Khan
Minister of Enterprise and Advanced Education
402 Legislature Building
10800 – 97 Avenue
Edmonton, AB T5K 2B6

Dear Mr. Khan:

RE: Campus Alberta Quality Council Eighth Annual Report

On behalf of the Campus Alberta Quality Council (CAQC), I have the pleasure of providing you with our Eighth Annual Report for the period 1 April 2011 through 31 March 2012.

This report highlights some of the main activities in which CAQC has been engaged during a busy and productive year. On Council's recommendation, the former Minister of Advanced Education and Technology, the Honourable Greg Weadick, approved an additional thirteen degree programs proposed by resident and non-resident institutions. The majority of these new programs were at the graduate level, but four were undergraduate programs. Each program recommended for approval to the Minister had been thoroughly examined and evaluated using the standards established and published by CAQC. Roughly half of them involved the use of external peer review committees whose expertise helped to inform CAQC's appreciation of and recommendations for the specialized programs referred to us for our consideration by the Minister. Following Council's recommendation, the Minister also approved three programs submitted during the previous reporting period and deferred the approval of one program.

During the reporting year, Council also updated its standards for Programs Delivered in Blended, Distributed or Distance Modes, revised its Graduate Program Assessment Standards, and developed new principles to guide its monitoring activities. As an aspect of its monitoring role, Council also conducted, in conjunction with a Task Force composed of some of its members and representatives of the Comprehensive Academic Research Institutions, the first audit, at the University of Alberta, of the internal cyclical review processes designed by the institution to assess the on-going quality of degree programs. Part of a two-year pilot project, this initial undertaking will be followed by others, involving other Comprehensive Academic Research Institutions, on which we expect to comment in next year's report.

Although Council is conceived as an arm's length advisory agency, it continues to work collaboratively not only with institutions in the system, but also with the Ministry and with representatives of the Alberta Council on Admissions and Transfer. We have been pleased that several ministerial officials have attended Council meetings during the year and that the Deputy Minister and the Assistant Deputy Minister have welcomed regular briefings from us. Working within the Public Agencies Governance Framework, we have created an action plan for 2012-15 that has benefited from input from ministerial officials. And working with the Post-secondary Programs Branch that undertakes a system coordination review as part of the program approval process, we have endeavoured to streamline the degree-approval processes and to develop some common thinking about the collaborative delivery of high-quality degrees within Campus Alberta.

We are committed to the quality of the degree-level programming offered in Alberta and continue to be confident that institutions within the system share that responsibility with Council and with the Ministry. In this, my sixth and final annual report, I reiterate my thanks to Council members, to Marilyn Patton and other members of a highly skilled and professional secretariat, and to you and other members of your Ministry for your on-going understanding and support.

Sincerely,

Ronald B. Bond, PhD
Chair

CAQC Mandate

The Campus Alberta Quality Council is an arms-length quality assurance agency that makes recommendations to the Minister of Advanced Education and Technology (AET) on applications from post-secondary institutions seeking to offer new degree programs in Alberta under the terms of the *Post-secondary Learning Act (PSLA)* and the Programs of Study Regulation (91/2009). The Minister and Council's Chair co-signed the Campus Alberta Quality Council Mandate and Roles Document that outlines the Minister's and Council's responsibilities and accountabilities.

Other than degrees in divinity, all new degree programs to be offered in Alberta must be approved by the government. Therefore, Council is charged with the quality review and monitoring of degree programs proposed by:

- resident public and private institutions (both for-profit and non-profit)
- non-resident (out-of-province) public and private institutions (both for-profit and non-profit).

Activities of Council

Council is committed to ensuring the quality of approved degrees, and also encourages institutions that offer approved degree programs in Alberta to continue enhancing the quality of their degree programs. During the reporting year, Council focused on the following areas of activity:

- conducting program evaluations and making recommendations to the Minister on applications from post-secondary institutions seeking to offer new degree programs
- developing and refining Council's procedures and assessment practices with respect to program proposals prepared by post-secondary institutions applying to offer degree programming in Alberta
- monitoring approved degree programs to ensure their compliance with Council's conditions and quality standards
- collaborating with Ministry officials with respect to refining program approval processes
- offering advice to institutions on Council's quality standards and review processes
- proactively looking at the bigger picture related to quality assurance and seeking new opportunities to provide value-added services
- communicating the role of Council to stakeholders within the province and to relevant national bodies, as well as to other provincial quality assurance agencies and the public.

In 2011-2012, Council held three meetings, and in keeping with its desire to visit with representatives of institutions on site, met at the DeVry Institute of Technology–Calgary and St. Mary's University College. During the meetings, the host institution had an opportunity to make a presentation to Council members on its current programs, quality assurance processes and future plans.

Stemming from a requirement of the *Public Agencies Governance Framework*, one of the expectations of advisory councils accountable to the Minister of AET is the development of an action plan. The plan is intended to identify the priorities to be undertaken by an agency during a three-year planning cycle in order to fulfill its mandate and is one of the agency's accountability tools. During the reporting period, Council began development of its first action plan, drafts of which were discussed at Council's September and December 2011 meetings. The draft plan also benefited from feedback provided by AET officials. Council plans to finalize and adopt its Action Plan, 2012-2015, at its April 2012 meeting.

Establishing and Refining Assessment Standards, Guidelines and Procedures

During the reporting year, Council continued to make refinements to its standards, guidelines and procedures. Consequently, the following materials were added or revised in the *CAQC Handbook*, which is posted on CAQC's website and updated regularly to provide guidance to post-secondary institutions, as they seek to understand Council's standards, policies and procedures:

- added new principles to guide Council's monitoring activities (sec. 5.1)
- revised the Quality Assessment Standards for Programs Delivered in Blended, Distributed

or Distance Modes (sec. 4.5) and the definitions related to this document (Glossary)
- revised the Graduate Program Assessment Standards (sec. 4.4)
- made changes to reflect Council's expectations with respect to the role of engaged and active learning in quality degree programming (sec. 4.3.3, Glossary, Appendix H).

A new *Guide for Teams Conducting Organizational Evaluations (Graduate Programs) – Resident Alberta Institutions* was developed and posted on the website. To reflect its current practices in conducting reviews and site visits, Council also revised its four guides for review teams conducting organizational and other program evaluations, as well as its *Hosting a Site Visit* document. The revisions are based on Council's seven years of experience in conducting evaluations, as well as suggestions provided by applicants and external evaluators who served on CAQC's teams.

Committees

Council has two standing committees that conduct their work and make decisions via a SharePoint site. As well, two ad hoc committees and one task force facilitated Council's work during the reporting period.

Proposal Review Standing Committee

In keeping with its commitment to make decisions expeditiously, Council's Proposal Review Standing Committee (PRSC) acts on behalf of the full Council in reviewing requests for expedited reviews and conducting desk reviews of proposals granted fully expedited reviews (FER). As well, the committee reviews substantive changes to approved degree programs. In 2011-2012, PRSC reviewed five FER requests; two FER requests were still under its consideration as of 31 March 2012. PRSC also completed eight program desk reviews including some which had been granted FER requests in the previous year, as well as documentation with respect to the collaborative delivery of one program.

Other PRSC activities included revising the FER criteria for undergraduate and graduate programs as well as reviewing the degree program proposal templates.

Monitoring Standing Committee

During the reporting period, Council approved the terms of reference for the work of the Monitoring Standing Committee (MSC), which acts on Council's behalf to conduct its monitoring activities. In 2011-2012, MSC, with the assistance of the Secretariat, assessed and provided feedback on the annual reporting submitted by nine resident and three non-resident institutions, the results of institutions' internal cyclical reviews for three programs, implementation reports on five programs, and notifications of changes for three programs.

Graduate Programs Standards Subcommittee

During the reporting period, the subcommittee finalized revisions to Council's Graduate Program Assessment Standards. The process included input provided by the Graduate Studies Deans and Provosts of the five Alberta institutions currently offering graduate programs. The revised guidelines were adopted by Council at its December 2011 meeting, and have now been incorporated into Council's *Handbook*. The next task of the ad hoc subcommittee is to revise the Graduate Program Evaluation Framework, the tool used by Council's program reviewers.

Distance Delivery Standards Review Subcommittee

Council agreed to create this ad hoc subcommittee at its June 2010 meeting to review its standards for degrees delivered at a distance. During the reporting period, the subcommittee finalized its work on the Additional Quality Assessment Standards for Programs Delivered in Blended, Distributed or Distance Modes and supplementary glossary entries related to this document, all of which were adopted at Council's April 2011 meeting. The results of the subcommittee's work have been incorporated into Council's *Handbook*. The subcommittee consisted of four Council members and two external representatives with expertise in the distance program delivery area.

Audit Pilot Project Task Force

In 2011-2012, the Audit Pilot Project Task Force, formed of four Council members and four representatives of the Comprehensive Academic Research Institutions (CARI), completed its first audit under the Quality Assurance Audit Pilot.[1] A site visit from an external audit team took place at the University of Alberta in December 2011, and its report, together with a response from the University of Alberta, was considered by the Task Force in February 2012. A second audit team was recruited to conduct an audit at the University of Lethbridge in April 2012. Audits at University of

[1] The Quality Assurance Audit Pilot is a two-year collaborative project of CAQC, CARI and the Ministry. The objective of the project is to ascertain that each of the four Comprehensive Academic Research Institutions has a quality assurance process for its degree programs that meets the Minister's expectations and that it has applied the process and addressed the review findings with an appropriate response.

Calgary and Athabasca University are scheduled for fall 2012 and spring 2013, respectively.

Stakeholder Engagement

Promoting openness and transparency in all its practices, Council works with stakeholders, as it develops policies and guidelines to assess, monitor and enhance the quality of degree proposals. In 2011-2012 and as noted above, Council continued to work with CARI on implementing the joint audit pilot project. Further CARI, the Senior Academic Officers committee of the colleges and technical institutes, and the Independent Academic Institutions Council were consulted on Council's proposed revised EER criteria and information requirements for collaborative delivery of degrees. Moreover, Council consulted with the five provosts and deans of graduate schools when revising its guidelines and standards for graduate programs.

Council continued to collect feedback from applicant institutions and individuals who served on CAQC's external evaluation teams regarding the efficiency of Council's review processes. Council reviewed this feedback and made some changes to its procedures as a result.

In 2011-2012, meetings were held with AET's Deputy Minister Bill Werry, Assistant Deputy Minister Connie Harrison, Executive Director of the Strategic Directions Sector Kurt Schreiner and other officials from the department to:

- ensure effective communication between Council and the Ministry
- clarify Council's role within the larger context of AET's business processes
- provide Council's input into Ministry discussion with respect to quality assurance and accountability in the post-secondary system in Alberta
- develop expectations with respect to the collaborative delivery of degrees
- ensure institutions' compliance with Council's quality standards
- promote the role of CAQC and the quality of the post-secondary system in Alberta in other jurisdictions and internationally.

Council has continued to collaborate with the Alberta Council on Admissions and Transfer (ACAT) through its Secretariat, which has shared relevant information with ACAT's Secretariat on a regular basis.

Council's Chair and Secretariat communicated regularly with officials from post-secondary institutions and other stakeholders to explain Council's principles and procedures and to seek input on the best ways to serve the interests of the post-secondary system and its learners.

Conferences and Presentations

As it is important that Council's assessments be recognized and understood both within and outside the province, Council's Chair, members and Secretariat Director attended meetings and conferences and, in some cases, made presentations relating to the work of Council. These included:

Event	*Location*	*Attendee(s)*
Campus Alberta Minister's Summit: Learner Pathways	*Edmonton, AB*	*Judy Ehrt*
Student Leader Orientation Training	*Edmonton, AB*	*Ronald Bond*
Presentation at the Association of Canadian Community Colleges' Annual Conference	*Edmonton, AB*	*Marilyn Patton*
Presentation on quality assurance in Alberta to a visiting delegation from the Judicial Academy of Vietnam (at the University of Alberta)	*Edmonton, AB*	*Ronald Bond*
Presentation to the students in a Masters of Education program at the University of Alberta	*Edmonton, AB*	*Ronald Bond, Marilyn Patton*

National and International Initiatives

As it is important to promote the national and international recognition of Alberta degrees as well as to learn about best quality assurance practices in other jurisdictions, it is vital to continue enhancing collaboration and communication with relevant bodies and specialists across Canada and internationally. An important initiative to promote recognition of Alberta's degree credentials is through the Council of Ministers of Education, Canada (CMEC) Quality Assurance Subcommittee, which continues to be chaired by Marilyn Patton, Director

of Council's Secretariat. The subcommittee, which includes representatives from jurisdictions across Canada, drafted the Ministerial Statement on Quality Assurance of Degree Education in Canada which was endorsed in 2007 by all ministers responsible for post-secondary education in Canada.

Council's Secretariat participates in regular teleconferences with directors of other quality assurance agency secretariats in British Columbia, Ontario and the maritime provinces to share information on effective practice.

Evaluations and Recommendations

The process of approval for new degree programs being proposed in Alberta is as follows[7]:

Application to the Minister

↓

System coordination review by Ministry

↓

Referral to Council for organizational review (if necessary) and program quality review

↓

Council's recommendation to the Minister

↓

Minister's Decision

Council's evaluation process is rigorous, depends heavily on impartial external peer review, and takes into consideration the experience of an institution in offering degree programming. When an institution proposes its first degree program, a first degree program at a new level, or other precedent-setting degree, it will normally be subject to a full assessment by Council, including both an organizational and a program review.

For institutions that have experience in offering degree programs at the level of the degree being proposed, a fully expedited review (no organizational evaluation and a desk review by Council's PRSC and Secretariat rather than engaging external evaluators for the program review) or partially expedited review (one not requiring an organizational evaluation) may be possible. Council's criteria for granting expedited reviews are published on its website.

Council is committed to having review processes that are iterative and facilitative in nature, especially in cases when, in Council's opinion, a proposed degree program has potential for development and improvement (CAQC's operating principle 9). Council works closely with institutions during the review process and after programs' approval to foster their continuous development and enhancement.

Applications Referred to Council and Council Recommendations

Of the 14 programs recommended by Council for approval to the Minister in 2011-12, five were baccalaureate programs and nine were graduate programs. Six programs were subject to a partially expedited review using CAQC-appointed external evaluation teams. The remaining eight programs underwent a fully expedited desk review by PRSC acting on behalf of Council. Subsequently, the Minister approved thirteen of these programs on Council's recommendation and deferred the approval of one program.

In addition, on Council's recommendation, the Minister approved three programs that were submitted to the Minister during the previous reporting period.

On 31 March 2012, five applications were under review by Council, all of which were submitted by resident Alberta institutions (including four baccalaureate and one graduate programs). One application was undergoing a full review (both organizational and program evaluation).

In 2011-2012, the time between Council's receipt of an institution's full program proposal and its recommendation to the Minister ranged from two to nine months, with 50% of the proposals reviewed within five months. This is an increase in processing time in comparison

[7] A complete description of the program approval process in Alberta including the role of CAQC can be found on Council's website at http://www.caqc.gov.ab.ca/application-process/degree-program-approval-process.aspx.

with the previous reporting period, when 83% of the proposals were reviewed within four months after receiving the final proposal. The increase in processing time is partially attributed to the fact that the proportion of proposals subjected to a fully expedited review in 2011-2012 decreased in comparison with the previous reporting period (57% vs. 67%). More importantly, all but one proposal required receipt of additional information from institutions, which prolonged the review process.

Overall, the time Council needs to make a recommendation is affected by various factors such as the completeness of the institution's final proposal (e.g., presence of reports by independent academic experts), whether or not an organizational evaluation is required before the program review, the time it takes to recruit external reviewers and establish a site visit date mutually agreeable to all reviewers and the institution (e.g., reviews typically do not occur in the summer), and whether or not the institution is asked to provide further refinements of the proposal or supply missing information before a recommendation can be made to the Minister.

The following table outlines the proposals referred to Council by the Minister and the degree programs approved or deferred by the Minister on recommendation of Council between 1 April 2011 and 31 March 2012.

Alberta Public Institutions Program	Type of Review	CAQC Recommendation	Minister's Decision	Date
Alberta College of Art and Design				
Master of Fine Arts in Craft Media	*Organizational & Program*	*Under Review*		
Grant MacEwan University				
4 year Bachelor of Commerce (Human Resource Management)	*Program**	*To Approve*	*Approved*	*13 Feb 2012*
4 year Bachelor of Commerce (Marketing)	*Program**	*To Approve*	*Approved*	*13 Feb 2012*
Mount Royal University				
4 year Bachelor of Midwifery	*Program*	*To Approve*	*Approved*	*5 May 2011*
4 year Bachelor of Science (Environmental Science)	*Program**	*Under Review*		
Northern Alberta Institute of Technology (NAIT)				
4 year Bachelor of Health Informatics	*Program*	*Under Review (with Institution)*		
4 year Bachelor of Technology in Construction Project Management	*Program*	*Under Review*		

Alberta Public Institutions (continued) Program	Type of Review	CAQC Recommendation	Minister's Decision	Date
University of Alberta				
4 year Bachelor of Arts (Planning)	*Program**	*To Approve*	*Approved*	*25 Aug 2011*
4 year Bachelor of Science (Specialization in Planning)	*Program**	*To Approve*	*Approved*	*25 Aug 2011*
Doctor of Pharmacy	*Program**	*To Approve*	*Approved*	*6 Oct 2011*
Doctor of Philosophy in History of Art, Design and Visual Culture	*Program**	*To Approve*	*Approved*	*15 Sep 2011*
Doctor of Philosophy in Performance Studies	*Program**	*To Approve*	*Approved*	*23 Jan 2012*
University of Lethbridge				
Doctor of Philosophy (Education)	*Program*	*To Approve*	*Approved*	*23 Jan 2012*

Alberta Private Institutions Program	Type of Review	CAQC Recommendation	Minister's Decision	Date
Canadian University College				
2 year After Degree Bachelor of Education (Elementary Education)	*Program**	*To Approve*	*Approved*	*6 June 2011*
2 year After Degree Bachelor of Education (Secondary Education)	*Program**	*To Approve*	*Approved*	*6 June 2011*
St. Mary's University College				
4 year Bachelor of Arts (Psychology)	*Program**	*Under Review*		
DeVry Institute of Technology-Calgary				
Bachelor of Science in Network and Communications Management	*Program*	*To Approve*	*Minister Deferred Approval*	*7 March 2012*

Non-Resident (Out-of-Province) Institutions Program	Type of Review	CAQC Recommendation	Minister's Decision	Date
Andrews University				
Master of International Development Administration	*Program*	*To Approve*	*Approved*	*21 June 2011*
Cape Breton University				
Master of Business Administration in Community Economic Development	*Program*	*To Approve*	*Approved*	*18 May 2011*
Cornell University-Queen's University				
Executive Master of Business Administration	*Program**	*To Approve*	*Approved*	*3 May 2011*
La Sierra University				
Master of Arts (Administration & Leadership)	*Program*	*Recommendation submitted*	*Under Consideration*	
Master of Arts (Curriculum & Instruction)	*Program*	*Recommendation submitted*	*Under Consideration*	

*** Fully Expedited Review**

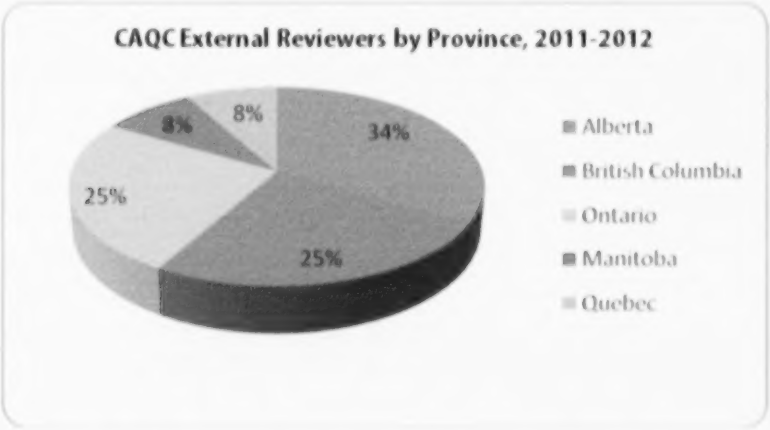
Evaluation Teams

As noted in Council's fourth operating principle, peer evaluation forms the basis of Council's assessment of the applicant's ability to implement and sustain the quality of proposed degree programs. Recruitment of appropriate external experts to assist with Council's evaluations is important as the quality of the reviewers affects the quality of the review, which in turn affects the quality of the program under review. Council ensures that the external reviewers' perspectives brought to the evaluation process are a judicious mix of relevant disciplinary expertise and an objective external point of view. Depending on the circumstance, Council employs three types of expert teams in evaluating proposed programs and monitoring approved degree programs:

- *Organizational evaluation teams* assist Council in examining the extent to which the systems and processes of the institution establish its capacity to achieve excellence in providing learning credentials at the degree level.
- *Program evaluation teams* help ensure that degree programs offered by institutions are of an acceptably high quality and comparable in quality to other degree programs in Alberta and Canada.
- *Comprehensive evaluation teams* help fulfill Council's monitoring role with respect to periodic evaluations of institutions offering approved degree programs.

Prior to their site visits, teams have an orientation meeting with the Chair (or alternate) and are provided with a comprehensive binder outlining their roles and responsibilities, the assessment standards to be used and detailed information about the proposed program(s) and/or the institution. The Director or Manager of the Secretariat coordinates each review and acts as an advisor to the team during the site visit. Once the review is completed, team members and the institution are asked to provide feedback about their experience and offer suggestions for improving the review process. At its September 2011 annual retreat, Council members reviewed the feedback provided by the evaluation teams as well as the institutions. The feedback indicates a high level of satisfaction with the work of Council and its Secretariat.

Evaluators are typically senior academics and administrators from institutions offering approved degree programs in Alberta or elsewhere in Canada. In 2011-2012, Council's organizational evaluation and program evaluation teams included 12 experts (four from Alberta and eight from other Canadian provinces).



Council wishes to acknowledge the commitment of the following reviewers who provided evaluation services during the reporting year:

Dr. Andrew Bjerring	*Independent Consultant*
Dr. Cameron Cartiere	*Emily Carr University of Art + Design*
Dr. Jose L. da Costa	*University of Alberta*
Dr. Fred Hall	*University of Calgary*
Dr. James Heap	*Brock University*
Dr. Ingrid Johnston	*University of Alberta*
Prof. Barbara Layne	*Concordia University*
Dr. Richard Smith	*Simon Fraser University*
Dr. Harro Van Brummelen	*Trinity Western University*
Dr. Alan Weedon	*University of Western Ontario*
Dr. John Wiens	*University of Manitoba*
Dr. Carey Williamson	*University of Calgary*

External experts engaged by Council adhere to Council's Code of Conduct, which ensures that they avoid any actual or perceived conflict of interest including that which may impair or impugn the integrity, impartiality or independence of Council. The final decisions on all matters relating to an evaluation team rest with Council, including the team's membership and its terms of reference.

Monitoring and Periodic Review

The Programs of Study Regulation (91/2009) outlines Council's responsibilities with respect to the monitoring of approved degrees. Should it determine that an institution no longer meets

the required organizational conditions or that one of its approved programs no longer meets required standards of quality, Council may recommend that approval be cancelled. To date, no programs have been recommended for cancellation.

Monitoring may take various forms including annual reporting, periodic reporting, comprehensive evaluations, as well as subsequent evaluations. Council may also ask for reporting prior to or after implementation of a new program.

Annual Reporting

With the exception of Comprehensive Academic and Research Institutions, all institutions (including non-resident institutions) are required to submit their annual reporting by 1 November each year to enable Council to review the results of the assessment prepared by its MSC and the Secretariat at its December meeting and to provide timely feedback regarding approved degree programs. Reviewing annual reporting submitted by institutions and providing feedback on the reports is one of the major monitoring activities conducted by Council. Aligning its activities with its newly adopted monitoring principles, Council decided in 2011-12 to decrease the scope of annual reporting for Alberta Independent Academic Institutions that are not expected to undergo further comprehensive evaluations. In particular, these institutions will no longer be required to submit annual reporting for any programs approved prior to 2004.

Comprehensive Evaluation

In addition to annual reporting, Council also conducts comprehensive reviews. Council normally conducts at least one comprehensive evaluation (a combined organizational and program(s) evaluation) of an institution offering approved degree programs in the sixth academic after the institution begins offering its first degree program. This review includes the results of the institution's own review of its approved degree program(s) using external evaluators. A subsequent comprehensive evaluation may be conducted.

There were no institutional comprehensive evaluations by Council in 2011-2012. Council expects to conduct future comprehensive evaluations according to the following schedule:

Institution	*Academic Year*
Grant MacEwan University	*2012-2013*
Mount Royal University	*2013-2014*
Northern Alberta Institute of Technology	*2013-2014*
Ambrose University College	*2014-2015*
Southern Alberta Institute of Technology	*2016-2017*

Membership of Council

Council consists of eleven members appointed by the Minister, including a chair and 10 members representing expertise in the post-secondary system (brief biographical information about the members is available in Appendix 3). Services of a Secretariat are provided to Council by the Minister.

During the reporting year, Dr. Paul Gooch and Dr. Olive Yonge were appointed to Council for a three-year term to replace two members who either completed their term (Dr. Patricia Clements) or resigned due to other professional commitments (Dr. Greg Moran). Council extends its gratitude to Dr. Clements and Dr. Moran for their exceptional contributions to its work.

The following 13 individuals served on Council in 2011-2012:

Chair	*Ronald Bond*	
Members	*Peter Mahaffy (Vice Chair)*	*Jane O'Dea*
	Patricia Clements (until 27 July 2011)	*Margaret (Peggy) Patterson*
	Judy Eifert	*Art Quinney*
	Paul Gooch (from 30 January 2012)	*John Waterhouse*
	Greg Moran (until 31 December 2011)	*Robert Woodrow*
	Leo Mos	*Olive Yonge (from 4 August 2011)*

CAQC Website

CAQC's website, which is updated on a regular basis, is an important tool to enhance Council's communication with its stakeholders and members of the public. The website (www.caqc.gov.ab.ca) includes information about Council, the application process for new degree proposals, its assessment standards, relevant publications (including its *Handbook*), its recommendations and applications under review, as well as links to relevant legislation and related organizations.

CAQC Secretariat

The CAQC Secretariat, a unit within the Ministry, assists the Chair and Council in their activities by performing environmental scanning, providing advice on matters of policy and procedure, organizing meetings not only for Council, but for its standing committees, ad hoc committees and task forces, helping to set meeting agendas and preparing background documentation, drafting publications, and helping to orient new members. It also provides information and advice in response to inquiries from various agencies, current and prospective applicants, and members of the public about matters related to quality assurance of new degree programs. As well, it coordinates all aspects with respect to Council's external evaluation teams and the Secretariat's Director or Manager serves as an advisory member on the teams.

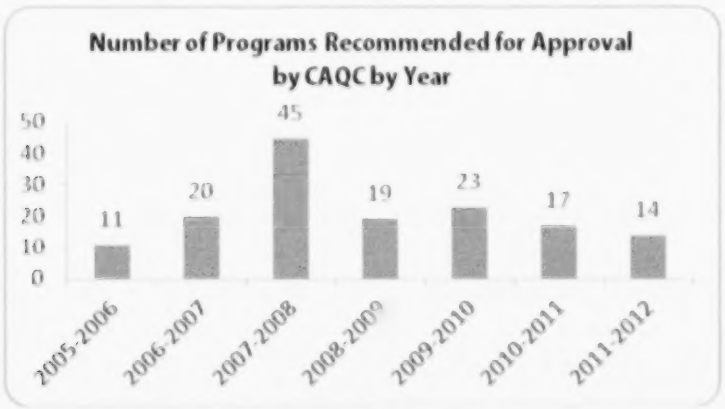
To facilitate the efficiency of Council's work, the Secretariat continues to maintain and enhance a SharePoint site for members.

As of 31 March 2012, the Secretariat consisted of:

Director	*Marilyn Patton*
Manager	*Guy Germain*
Research Officer	*Alex Makar*
Office Manager	*Shirley Miskowicz-Thomson*

A Glance Back

During the reporting year, Council has continued to contribute significant value to the post-secondary system in Alberta by ensuring that newly approved degree programs provide quality educational opportunities to learners. Since its creation in 2004, Council has reviewed and recommended approval of 149 degree programs including 106 baccalaureate and 43 graduate programs. Of these 149 programs, 55 were proposed by Baccalaureate and Applied Studies Institutions, five by Polytechnical Institutions, 57 by Comprehensive Academic and Research Institutions, 19 by Independent Academic Institutions, one by private resident institution and 12 by non-resident institutions.[5]



As the data on the chart above indicate, the number of programs recommended by CAQC for approval steadily increased after the introduction of the *PSLA* in 2003 when Alberta Baccalaureate and Applied Studies Institutions and Polytechnical Institutions were given authority to offer their own baccalaureate programs. After peaking at 45 recommendations in

[5] For information on classification of post-secondary institutions in Alberta within the six sector model see Chapter 2.1.2 of the *CAQC Handbook* at www.caqc.gov.ab.ca.

the 2007-2008, the number of CAQC-recommended programs has fluctuated between 14 and 23 programs annually. Although quality review of the new degree proposals continues to be an important part of Council's work, its monitoring activities are increasing significantly.

The table "Number of Learners and Graduates in Programs Approved on CAQC's Recommendation" below shows the FLE enrolments (for 2010-2011) and the number of graduates (since program approval) in CAQC-recommended programs by the institution and post-secondary sector. A significant number of enrolments and graduates originate from the programs offered by new degree granting institutions including Grant MacEwan University, Mount Royal University and NAIT. Of the total number of 9,428 FLE enrolments and 2,616 graduates, the three new degree granting institutions accounted for the 8,126.3 FLEs and 2004 graduates, respectively. This phenomenon reflects the activity of the new degree granting institutions in proposing and implementing new degree programs after the introduction of the *PSLA*.

Number of Learners and Graduates in Programs Approved on CAQC's Recommendation

Institution	Number of learners (FLE) 2010-2011	Number of graduates (since program approval)
Comprehensive Academic and Research Institutions		
Athabasca University	56.9	3
University of Alberta	112.2	34
University of Calgary	402.0	153
University of Lethbridge	94.5	10
Total	**665.5**	**200**
Baccalaureate and Applied Studies Institutions		
Grant MacEwan University	2834.0	1034
Mount Royal University	4640.9	747
Total	**7474.9**	**1781**
Polytechnical Institutions		
NAIT	651.4	223
Total	**651.4**	**223**
Independent Academic Institutions		
Ambrose University College	89.2	18
Canadian University College	13.1	0
Concordia University College of Alberta	72.1	75
St. Mary's University College	132.3	104
The King's University College	35.7	20
Total	**342.4**	**217**
Non-resident Institutions		
City University of Seattle	54.9	19
Gonzaga University	127.0	96
Queen's University	40.6	49
University of Northern British Columbia	6.0	10
University of Portland	65.3	23
Total	**293.8**	**197**
Total all institutions	**9428.0**	**2618**

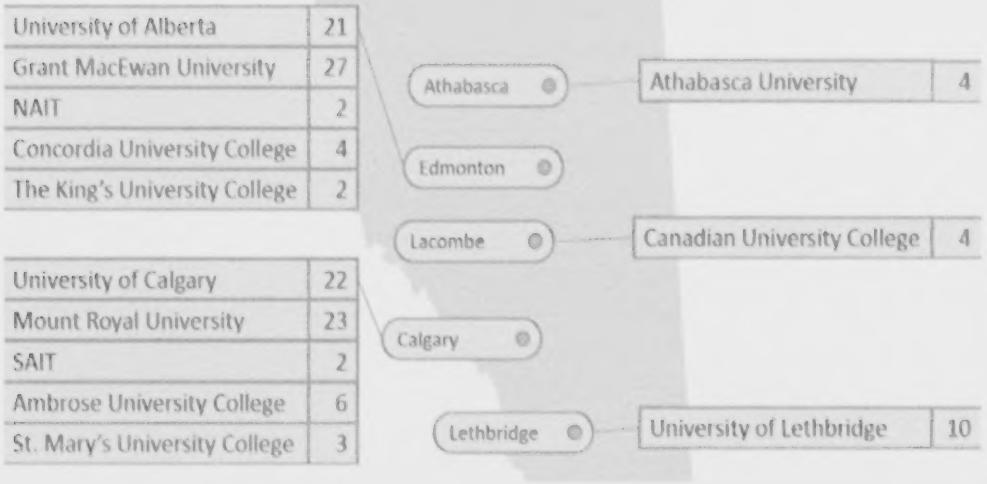
Degree Programs Approved on Recommendation of CAQC
(Cumulative as of 31 March 2012)

Non-Resident Institutions

Andrews University	1
Cape Breton University	1
City University of Seattle	1
Cornell-Queen's	1
Gonzaga University	2
La Sierra University	2
Queen's University	2
University of Northern B.C.	1
University of Portland	1

University of Alberta	21
Grant MacEwan University	27
NAIT	2
Concordia University College	4
The King's University College	2

University of Calgary	22
Mount Royal University	23
SAIT	2
Ambrose University College	6
St. Mary's University College	3



Over the past years, Council has developed various quality assurance mechanisms and tools to provide value-added activities through its program assessment and monitoring processes. During the reporting period, some of Council's value-added activities included

- Evaluation of program proposals using expert review teams: Based on the notion that peer review is an essential component of evaluation within the academy, Council continued its practice of engaging external reviewers who are senior academic administrators and leading specialists in their disciplines from both within and outside Campus Alberta. In 2011-2012, 34% of Council's external reviewers were from Alberta institutions, and 66% from other Canadian jurisdictions. Although Council may not accept or endorse all recommendations or comments contained in the external teams' reports, the feedback provided by its review teams to the institutions often led to refinements and enhancements of program proposals. As well, engaging out-of-province experts supports awareness and promotion of the quality of Alberta's degree programs across Canada.
- Monitoring of approved degree programs: During the reporting year, Council has made significant refinements with respect to its monitoring activities, which are now guided by Council's newly adopted monitoring principles. The principles were developed based on the notion of a 'spectrum' whereby the extent of Council's monitoring is tied proportionately to Council's appraisal of an institution's experience and capacity in offering degree programs, as well as Council's assessment of the development, rigour and application of an institution's own internal review process. As noted previously, aligning its monitoring activities with its newly adopted principles, Council has decided that annual reporting will no longer be required for any programs approved prior to 2004 from Independent Academic Institutions when they are not expected to undergo further comprehensive evaluations.
- Non-resident institutions: In 2011-2012, Council recommended approval of five programs, all at the master's level, proposed for implementation in Alberta by out-of-province providers. This brings the total number of non-resident programs recommended

for approval by Council to 12. Over the past years, Council has accumulated significant experience in evaluating and monitoring the degree programs proposed by non-resident institutions in Alberta. In particular, Council has assisted in aligning the degree nomenclature proposed by a number of out-of-country providers with the expectations that exist for similar programs in Canada, meeting CAQC's expectations regarding Canadian content in the curriculum, engagement of faculty in scholarly activity, etc.

Looking Forward

In the coming year, Council will focus on working towards achieving its goals and priority initiatives as outlined in its newly adopted three-year Action Plan, 2012-2015 including:

Goal 1: CAQC's quality review processes are well-developed, efficient and evidence-based.

- Enhance the evaluation of graduate program proposals by revising Council's graduate assessment standards and guidelines in cooperation with institutional stakeholders.
- Support collaboration within Campus Alberta by ensuring that new collaborative degree arrangements, developed on the basis of the programs approved on Council's recommendation, meet Council's quality standards and conditions.
- Refine Council's quality assessment processes and guidelines with respect to program proposals from non-resident institutions

Goal 2: Degree programs approved on recommendation of CAQC continue to meet Council's quality standards and conditions.

- Align CAQC's expectations and practices to reflect Council's new monitoring principles.
- In collaboration with the Alberta Universities Association (AUA) and the Ministry, complete a two-year Quality Assurance Audit Pilot Project.
- Develop a Framework for Comprehensive Evaluations for use by Council's comprehensive evaluation review teams.
- Work with the Ministry to ensure alignment of Council's monitoring practices with AET's priority initiative 1.3

Goal 3: Council effectively communicates and collaborates with its stakeholders to maintain trust and serve the best interests of learners.

- Increase Council's communication with its institutional stakeholders to enhance their understanding of Council's role and processes.
- Through Council's Chair, enhance regular communication with the Minister and senior Ministry officials.
- Through Council's Secretariat, enhance consultation with the Council of Ministers of Education, Canada's Quality Assurance Subcommittee and post-secondary quality assurance agencies in Canada.

In conclusion, Council strives to assist in developing and maintaining a high quality post-secondary system in Alberta which benefits the learners, institutional stakeholders and society at large.

Appendix 1

Campus Alberta Quality Council Key Operating Principles

1 The Council **standards** are appropriate to the program level/scope and are comparable to national and international standards. Within this context, Council is open to flexibility and innovation in degree programming.

2 The **best interests of learners** are at the core of Council's activities as it assesses and monitors the quality of degree programs.

Revised to add Principle 2, May 2008

3 The Council respects the foundational role of **academic freedom** in the provision of high quality post-secondary programs.

4 **Peer evaluation** is an essential component of the Council's evaluation of post-secondary degree programs.

5 **Stakeholder participation** is an integral part of the degree appraisal process.

6 The Council acts to develop and retain **autonomy** from influences that may undermine or otherwise affect trust in its functions and decisions.

7 The Council exhibits **equity** in all aspects of its operation. Equity encompasses the idea that applicants are treated fairly but not necessarily identically.

8 The Council exhibits and promotes **openness and transparency** in all its practices and policies. In its commitment to consistency of decision making, the Council aims to develop public trust that all eligible institutions meeting the Council's standards and practices will be able to apply and take part fully in the functioning of the Council under its mandate, administration and processes.

9 Processes established by the Council may be **iterative** in nature when, in Council's opinion, a proposed degree program has the potential for development and improvement.

Principle 9 modified December 2010

10 Within the context of its iterative processes, the Council acts **expeditiously** and in keeping with principles of natural justice.

11 The Council is committed to the **quality assurance review** of its own activities and to the interprovincial sharing of best practices in post-secondary degree program quality assessment. Its processes are dynamic and continuously improving.

12 The Council exhibits and promotes **appreciation of institutional diversity** and respect for institutional autonomy and integrity among the institutions proposing degree programs.

13 The Council ensures that approved degree programs and Council decisions with respect to them are **monitored** and the extent of monitoring is appropriate to the experience of the institution.

14 Members and peer reviewers shall act in accordance with **ethical standards** and abide by Council's code of conduct which includes provisions on conflict of interest.

15 The Council recognizes that the **primary responsibility** for academic and institutional quality assurance rests with post-secondary institutions themselves.

Revised to add Principle 15, December 2010

Appendix 2

Principal Documents and Publications of the Campus Alberta Quality Council

- *CAQC Handbook: Quality Assessment and Quality Assurance*

Documents and publications not included in the *CAQC Handbook*:

- *Guide for Teams Conducting Comprehensive Evaluations*

  The guide provides information for external evaluation teams with respect to their role and responsibilities when conducting comprehensive evaluations. The "CAQC Code of Conduct for Reviewers" is included. The guide is reviewed and updated as needed.

- *Guide for Teams Conducting Evaluations of Proposed Graduate Programs (Non-Resident Institutions)*

  The guide provides information for external evaluation teams with respect to their role and responsibilities when conducting evaluations of graduate programs proposed by non-resident institutions. The "Framework for Graduate Program Evaluation" and the "CAQC Code of Conduct for Reviewers" are included. The guide is reviewed and updated as needed. The last updates to the guide were made in July 2011.

- *Guide for Teams Conducting Evaluations of Proposed Graduate Programs (Resident Alberta Institutions)*

  The guide provides information for external evaluation teams with respect to their role and responsibilities when conducting evaluations of graduate programs proposed by resident Alberta institutions. The "Framework for Graduate Program Evaluation" and the "CAQC Code of Conduct for Reviewers" are included. The guide is reviewed and updated as needed. The last updates to the guide were made in July 2011.

- *Guide for Teams Conducting Evaluations of Proposed Undergraduate Programs*

  The guide provides information for external evaluation teams with respect to their role and responsibilities when evaluating proposed undergraduate programs. The "Framework for Program Evaluation" and the "CAQC Code of Conduct" are included. The guide is reviewed and updated as needed. The last updates to the guide were made in July 2011.

- *Guide for Teams Conducting Organizational Evaluations (Resident Alberta Institutions)*

  The guide provides information for external evaluation teams with respect to their role and responsibilities when conducting organizational evaluations of first-time applicants. The "Framework for Organizational Evaluation and Scorebook" and the "CAQC Code of Conduct for Reviewers" are included. The guide is reviewed and updated as needed. The last updates to the guide were made in July 2011.

- *Guide for Teams Conducting Organizational Evaluations (Graduate Programs) - Resident Alberta Institutions*

  This is a new guide that has been developed and posted on Council's website during the reporting year. It provides information for external evaluation teams with respect to their role and responsibilities when conducting organizational evaluations of first-time applicants for offering graduate programs. The "Framework for Organizational Evaluation – Graduate Programs" and the "CAQC Code of Conduct for Reviewers" are included. The guide will be reviewed and updated as needed.

- *Hosting a Site Visit*

  This document offers guidance to institutions to assist them in preparing for a site visit by a Council-appointed external evaluation team. The document is reviewed and updated as needed. The last updates to the guide were made in September 2011.

- *Toolkit for Off-site and Cross-border Delivery of Programs*

  The toolkit provides resources for institutions planning to deliver programs off-site or internationally and includes principles, a checklist and an annotated bibliography.

Appendix 3

Campus Alberta Quality Council Member Information

(as of March 2012)

Dr. Ronald Bond (Chair) *Term: 13 July 2009 to 12 July 2012*

Dr. Bond is Emeritus Provost and Vice-President (Academic) at the University of Calgary and a former Professor of English and Dean of Humanities there.

Dr. Peter Mahaffy, Vice-Chair *Term: 13 July 2009 to 12 July 2012*

Dr. Mahaffy is Professor of Chemistry at The King's University College, and Chair of the Chemistry Education Committee of the International Union of Pure and Applied Chemistry. He is a recipient of the National 3M Teaching Award and a previous member of the Private Colleges Accreditation Board.

Dr. Judy Eifert *Term: 1 July 2010 to 30 June 2013*

Dr. Eifert served as Provost and Vice-President Academic, Dean of Continuing Education, Dean of Community and Health Studies, and Department Chair of Nursing at Mount Royal College (now Mount Royal University). She currently works as an educational consultant to colleges and universities in Canada.

Dr. Paul Gooch *Term: 30 January 2012 to 29 January 2015*

Dr. Gooch is Professor of Philosophy and President & Vice-Chancellor of Victoria University, federated with the University of Toronto. He has held various academic administrative posts at the University of Toronto, including Vice-Provost, decanal positions in the School of Graduate Studies, and chair of Humanities at the Scarborough campus.

Dr. Leo Mos *Term: 13 July 2009 to 12 July 2012*

Dr. Mos is a Professor of Psychology and Linguistics at the University of Alberta, has served as Chair of The King's University College Senate and is the former Director for the Centre for Advanced Study in Theoretical Psychology at the University of Alberta.

Dr. Jane O'Dea *Term: 1 July 2010 to 30 June 2013*

Dr. O'Dea is a Professor and served as Dean in the Faculty of Education, University of Lethbridge. An accomplished pianist and vocal coach, her award-winning teaching career spans more than 30 years in Canada, Ireland, and England at the public school and university undergraduate and graduate levels.

Dr. Margaret (Peggy) Patterson *Term: 2 September 2011 to 13 June 2014*

Dr. Patterson, former Chief Academic Officer and Associate Vice-President (Student Affairs) at the University of Calgary, is a professor of Higher Education Leadership, the founder and Director of the Canadian Centre for the Study of Higher Education, and is a former member of the Alberta Council on Admissions and Transfer.

Dr. Art Quinney *Term:13 July 2009 to 12 July 2012*

Dr. Quinney is a professor emeritus of the University of Alberta, former Chair of the Department of Physical Education and Sport Studies, and former Dean of Physical Education and Recreation. He was Associate Vice-President (Academic) from 2000-2002 and Deputy Provost from 2002-2007.

Dr. John Waterhouse *Term: 1 July 2010 to 30 June 2013*

Dr. Waterhouse is the former Vice President Academic and Provost at Simon Fraser University, former Dean of Business at Simon Fraser University and former Professor of Business at the University of Alberta and the University of Waterloo. He has served on a number of national and international committees.

Dr. Robert Woodrow *Term: 1 July 2010 to 30 June 2013*

Dr. Woodrow is a Professor of Mathematics and Statistics at the University of Calgary. He is the former Deputy Provost and Associate Vice-President (Academic) and served as Associate Dean and Vice Dean in Science. He has been active with mathematics outreach and the activities of the Canadian Mathematics Society.

Dr. Olive Yonge *Term: 4 August 2011 to 30 June 2014*

Dr. Yonge is a Professor in the Faculty of Nursing and currently holds a Vargo Chair in Teaching. She is a 3M Teaching Fellow. She held the position of Vice Provost of Academic Programs at the University of Alberta from 2005 to 2010 and previously served in Associate Deanships in the Faculties of Graduate Studies and Research and Nursing.

NOTES

www.caqc.gov.ab.ca